



US Army Corps  
of Engineers®  
Nashville District

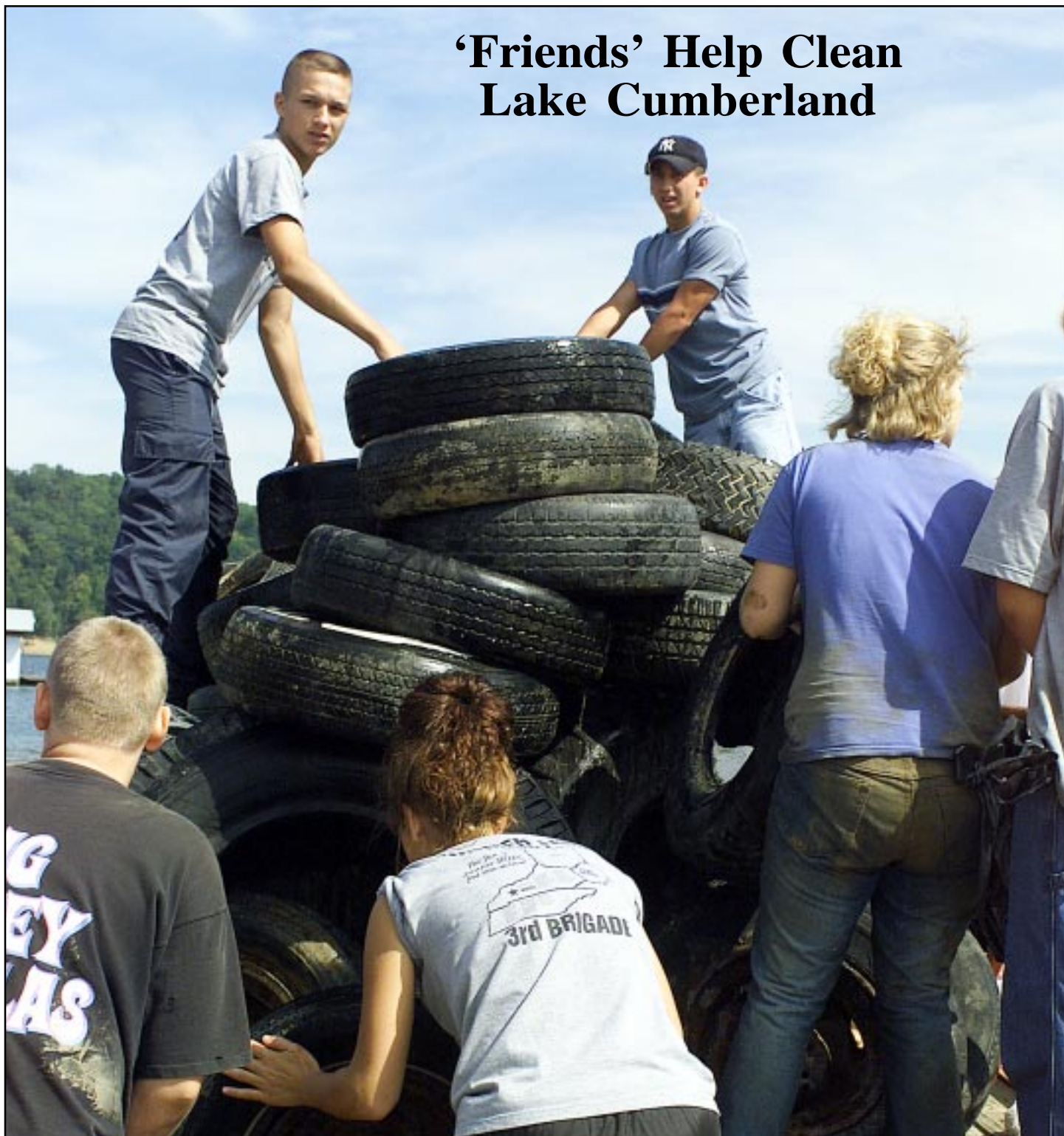
# DistrictDigest

Volume 101, Number 9

*Respected-Responsible-Reliable*

September 2001

## ‘Friends’ Help Clean Lake Cumberland



# THE BOTTOM LINE

Hello to everyone in the Nashville District and thank you very much for your warm reception. Your kindness and thoughtfulness has made my transition into the district and Nashville a great experience.

I consider myself the luckiest person in the world to have a wonderful family and friends, to live in a great community, and now have the best job in the entire U.S. Army as the Commander and District Engineer of the Nashville District. It is an honor and privilege to serve you, our stakeholders, and customers.

Thank you to everyone in the district who attended the change of command and welcomed my family and me to the district. I also owe a special thanks to the many people who made the change of command possible and the most special day in my Army career.

Thanks to the entire executive office and all the division, branch, and field offices for setting up my transition schedule and especially for the outstanding briefings, office and project orientations, and the opportunity to meet the many members of the Nashville District team during the last month. For those of you who I have not met yet, I look forward to visiting you in the field or in the hallways of the federal building.

Thanks to your dedicated service there have been so many significant group and individual events and achievements during the last month that my 900 word column limit restricts me from mentioning them all but I would like to recognize a few significant accomplishments that have or will

impact us all. Congratulations and thanks to Tadd Potter for saving a life on Cheatham Lake - more to follow on this! Thanks to all Operations and Resource Managers, their admin staffs, lock operators, power plant operators, maintenance workers and Park Rangers for providing outstanding facilities and services to the millions of visitors at our projects this summer. The Middlesborough Flood Protection Project is now essentially complete thanks to Jay Sadler, and the entire project management delivery team and J.C. McDaniels and his entire team. Thanks to Roy Joiner and the maintenance team for completing another event-free dewatering at Barkley Lock. Congratulations to the entire Tennessee Quality writing team for their efforts in producing an outstanding document that will be used as a tool to make the district a better organization.

As I begin my tenure as the District Engineer I think you should know a few things about me or more specifically about the things I value as a person, a leader, and your District Engineer. This is not the complete list of issues important to me but it does cover the "big picture" items. First, there is nothing we do in the Nashville District that is worth an injury or especially a loss of life. Therefore, I ask you to be safe in everything you do. Always do the right thing and don't be afraid to ask if you are not sure. I will treat everyone with dignity and respect. I expect everyone else do the same - no exceptions, ever. I love teamwork; be a team player! I embrace the Army values of Loyalty, Duty,



Respect, Selfless Service, Honor, Integrity and Personal Courage as guidelines for my personal and professional conduct and I challenge each of you to do the same. I believe empowerment is the key to excellence and that we all have the ability and the obligation to make a difference within the Corps and for all of our stakeholders. The day that each of us feel and act as though we are truly empowered and are committed to making a difference is the day that we will all feel great about who we are as a person, what we do as an organization and we will not only be the best District in the Corps of Engineers but the best public engineering organization in the entire world. Lastly, I plan to have a good day, everyday while serving as your DE. Life is short and you're dead a long time so please join me in my personal quest to have fun every day.

I want each of you to be aware of a few events that are on the horizon:

The annual Combined Federal Campaign (CFC) begins on Oct. 5. I am grateful that I have the means to make a difference in the lives of the people affected by the charities I contribute to each year...

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**See The Bottom Line**

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Photo by Dave Treadway

## On the Cover

Six members of the Wayne County High School Junior ROTC pile old tires on a trailer at Conley Bottom Resort after collecting the tires from the shores of Lake Cumberland Sept. 15 during the annual Shoreline Cleanup. More than 80 members of the unit helped tidy up the lake's shoreline.



# 'Friends' Help Clean Lake Cumberland

Story and Photos by Dave Treadway

Concerned citizens from all around Lake Cumberland came together Saturday for the 12th straight year to help remove trash from the state's largest lake.

More than 650 high school students, Boy Scouts, local merchants, and area residents joined the Friends of Lake Cumberland (F.O.L.C.), put on their gloves and scoured the shorelines for anything they could stuff into a garbage bag. When the totals were tallied at 4 p.m. and workers gathered at Burnside Island State Park and Lake Cumberland State Park for barbecues staged in their honor, 2,508 garbage bags had been filled and 1,010 tires had been collected.

"We had our customarily good weather for the day," said Corps Ranger Marshall Jennings, "and the turnout by volunteers was very good. With the catastrophic events of this week and so many events being canceled, we were not sure what to expect, but we were thrilled with the enthusiasm displayed by everyone who came to help us. Lake Cumberland is a beautiful place and with the conclusion of the efforts here today by all those who gave of their time and energy, Kentucky's largest lake is again the tidy jewel millions of visitors remember."

Members of the Southwestern High School Conservation Club gathered at Waitsboro Recreation Area at 9 a.m. and immediately began filling garbage bags supplied by the F.O.L.C. Some large items like refrigerators, propane tanks, and styrofoam would not fit in the bags but were loaded onto trailers and trucks supplied by local merchants.

"We don't like to see the garbage destroy the beauty of the lake," said 14-year-old Club Member Amanda McCrary, "so we want to help keep it clean."

Chris Stevens and Mike Smith, managers of Somerset Krogers stores, again operated a pontoon boat provided by Burnside Marina to transport bagged garbage and old tires from remote shorelines to the Waitsboro collection site.

They are regulars, according to Jennings, who wouldn't dream of missing the annual cleanup.

Army Chief Warrant Officer 4 Bill Enman brought 83 members of his Junior Reserve Officer Training Corps from Wayne County High School to the Conley Bottom Resort and the enthusiastic crew gathered 242 bags of garbage and 269 discarded tires.

## People

Other groups moved filled garbage bags to Fishing Creek Recreation Area and to the Lake Cumberland State Dock just north of the Wolf Creek Dam.

At the end of the day at each barbecue, cash prizes were awarded to groups that collected the most garbage and tires. The Pine Knot Job Corps and Cub Scout Troop 727 earned the \$400 first place award with a combined total of more than 750 bags of garbage collected. The Wayne County Junior ROTC and Cub Scout Troop 241 earned \$250 second place awards with 375 bags of garbage. Southwestern High School Conservation Club and the Clinton



**Members of the Wayne County High School Army Junior ROTC unload garbage from a military vehicle and move it to a collection point at Conley Bottom Resort Sept. 15 during the annual Lake Cumberland Shoreline Cleanup. 83 members of the unit collected 247 bags of trash to earn a second place cash award of \$250 for their day's labor.**

County Junior ROTC earned \$200 third place awards for 220 bags. The Jasper Bend volunteers and Russell County High School Naval Junior ROTC earned \$100 fourth place awards for 160 bags. Fifth place awards of \$100 went to Southwestern High School Junior ROTC and Jamestown First Baptist Church for collecting 152 bags. The Wayne County Junior ROTC and the Clinton County Junior ROTC both earned \$100 cash awards for finding more than 500 discarded tires.

Local merchants donated camping gear of all types, sports equipment, dinners at local restaurants, and free oil changes to the F.O.L.C. to give away to volunteers who helped collect garbage. One lucky winner even walked away with a vacation

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See Lake Cumberland**

## District Digest

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Articles, photographs, and other contribu-

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Information about the Nashville District may also be found on the District's homepage at: <http://www.orn.usace.army.mil>.

# EAGLE 2001: The Adventure Continues

by Annie Stewart, Ken Jones, and Sharon Wilson

On July 31 and Aug. 1, the 2001 EAGLE class assembled for two more sessions. EAGLE is a program unique to the Nashville District and stands for "Employees Achieving Greatness and Leadership Excellence." These sessions were held at the Nashville Repair Station (NRS), located at Old Hickory Dam and Barkley Dam.

Guest speakers, Billie J. Fagan, Marva Strong-Morris and Grady Moore from the Nashville District joined us at NRS. Their presentations were designed to help each EAGLE participant become a better employee. Billie J. Fagan began our day with a review of the budget process. The role of Resource Management was explained as well as how the individual branches receive funding, and how salaries and benefits are worked into the budget process.

Marva Strong-Morris covered two topics, cultural diversity in the workplace and conflict management. During the cultural diversity presentation the class learned the differences in EEO, Affirmative Action and Managing Diversity. Morris also explained different levels of conflict and through classroom discussion different methods of resolving conflict were explored. She explained that "its okay to disagree, but don't become disagreeable."

Grady Moore spoke on the subject of

Ethics in the Workplace. Ethics was defined as a system of moral values. Another definition given was that ethics is a code of conduct for a group. He also explained that unethical does not always equal illegal.

On Aug. 1, the EAGLE class visited Barkley Lock during its dewatering. Barkley is the last lock on the Cumberland River and was put into operation during February 1966. Roy Joines, chief, Maintenance Section, gave an overview of what is involved in dewatering a lock. He explained that locks are dewatered on a five-year cycle. They are inspected to see if there are mechanical problems or potential problems from normal wear and tear. Many man-hours are involved dewatering a lock. It's a 24-hour operation that takes about 21 days, according to Joines.

## People

James Sowell, civil engineering tech, talked to the class about the different types of equipment necessary for dewatering a lock, i.e., cranes, huge dewatering pumps, air compressors, etc. Jim Nelson, safety officer at the dewatering, explained safety requirements with a special emphasis on heat-related injuries. Next, Roy Joines and Jim Nelson took the group on a tour of the lock.

Members of the class were outfitted in oversized boots and hard hats and then lowered into the dewatered lock chamber where they saw firsthand repairs being



Photo courtesy of the Eagle Program  
**Eagles Fly High as they visited Barkley Lock during its dewatering. The 2001 Eagle Class visit field sites to learn more about the District.**

made to the gates, fenders being replaced and major repairs to the valves. For many in the class, this was the first time they had visited a lock. Class members were amazed at the size of the gates and the depth of the lock chamber, not to mention the huge mechanisms necessary to make it operable.

The class would also like to thank Ray Bryant, Robert Reed and Larry Stinson, Sr., for taking time out of their busy schedule to assist with the tour. □

## Cost Sharing Agreement to Restore Lower Cumberland River Ecosystem

by Dave Treadway

Congressman Ed Whitfield, (R-Ky, 1st District) called it "an excellent example of how various agencies can work together" for the good of the community. Judge Executive Joe Ward, who represented Livingston County as a cost-sharing partner, said it would not have been possible without the combined support of local landowners and community leaders.

"It is the Lower Cumberland River Aquatic Ecosystem Restoration Project designed to protect portions of the riverbank from further erosion and restore aquatic habitat for various species of fish

and endangered mussels," said Ward.

Accompanied by officials from the state, congress and the senate, representatives from the counties of Lyon, Livingston and Crittenden, and the U.S. Army Corps of Engineers gathered June 29 in Dycusburg, Ky., to sign a Project Cooperation Agreement and speak with local citizens.

Judge Ward also complimented the USDA Natural Resources Conservation Service; the U.S. Fish and Wildlife Service; the Kentucky Division of Forestry; the Kentucky Departments of Fish and Wildlife Resources, Water, and Conservation, County Conservation Districts; Big River Rural Electric; the Pennyryle Area

Development District; the Pennyryle RC&D Council, and LGE/KY for their invaluable contributions.

"We could not have arrived where we are at today," said Judge Ward, "without the hard work of individuals from each of those agencies. We thank each of you for your efforts."

Judge Executive Pippi Harden, who represented Crittenden County and was a signatory on the agreement, pointed out that several of these agencies helped the counties come up with their share of the costs to make the project a reality. "Even two landowners," said Judge Harden,

**Continued on Page 7  
See Lower Cumberland**

# Library Reference Desk

by James T. Siburt, District Librarian

With the Nashville District's mission expanding into Central America to aid the hurricane ravaged nation of Nicaragua and perform design work in the Panama Canal zone, interest in the Spanish language has likewise grown. While published information on the water supply and water quality problems is sought, so, too, is information on how to converse with the Nicaraguan people on engineering/construction issues and, especially, to accurately translate text from one language to another. A recently obtained publication is the title *Construction Spanish*. Text translations involve dictionaries and many may be found on the Internet.

The Library copy of *Cassell's English/Spanish, Spanish/English Dictionary* is not to be found on the shelf these days. But it isn't the only source available. There are numerous translator sites; one of the more inclusive sites is [www.yourDictionary.com](http://www.yourDictionary.com). The yourDictionary site contains dictionaries in 240 different languages and has at least 30 multi-lingual sites. In addition, there are verb conjugation sites, translators that convert entire passages of text, basic language instruction programs and sites offering (in English only) scientific definitions on numerous disciplines. If there is a difficulty, it is finding the site(s) that provide the required utility.

## Process

Nearly fifty Spanish dictionary links [some are specialty sites covering biology, geology, computer terms, etc.] are available within this web. All of the major foreign languages [including Spanish] are listed in a pull down menu on the upper left of the home page screen. While I've only experimented with a few of them, it is clear that some are far better than others. Two of the best for translating between Spanish/English are [www.allwords.com](http://www.allwords.com) and [www.wordreference.com](http://www.wordreference.com). Conversely, I found that [www.langtolang.com](http://www.langtolang.com) was

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(Left to right) Lt. Col. Pete Taylor former District commander, former; Barney Davis, chief, Construction Branch; Jamie Sanders, project manager, Choctaw Transportation Co.; Lt. Col. Steve Gay, district commander; Dave Day, deputy district engineer for planning and project management; and Greg Ford, Choctaw Transportation; were present as Gay presents Sanders a Certificate for Outstanding Performance for their work for the District.

## District Compliments a Partner

Story and Photo by Dave Treadway

In one of his first acts with the Nashville District even before assuming Command, LTC Steve Gay assisted LTC Pete Taylor July 10 in one of his final acts as the District Engineer. The two boarded a towboat owned by Choctaw Transportation Company, Inc., at Nashville's Riverfront Park to inspect work in progress on the Metro Center Levee Flood Control Project.

Following an inspection of stone placement on the river side of the levee, LTC Taylor presented Project Manager Jamie Sanders and owner Greg Ford with a Certificate of Outstanding Performance for work performed under a Requirements Contract currently in place for Riverbank Protection.

The District commended Choctaw Transportation Company, Inc., for diligent performance of all delivery orders issued under the contract. In most cases, work was performed on a 7-day-per-week basis and often completed ahead of schedule. This included work at Cross Creeks National Wildlife Refuge at Lake Barkley, the Dry Creek Wastewater Treatment Plant

in Hendersonville, Shiloh National Military Park on the Tennessee River, as well as Shelby Bottoms Greenway and Park in Nashville.

"Choctaw," said LTC Taylor, "was always very responsive to our needs and they exemplify the true spirit of partnering in situations that could have otherwise led to controversy or conflict."

LTC Taylor complimented Choctaw for being notably conscientious in controlling quantities of work placed to avoid cost overruns, and a demonstrated sensitivity to the District's needs. He called both the quality of work and the contractor's safety program exceptional.

Jamie Sanders, who serves as project manager for work contracted by Nashville, said Choctaw believes in responding to the needs of its customers. "We try to give them what they need, when they need it, and at the best price. We also like to think of the Corps of Engineers as our partner in helping communities solve problems. We look forward to performing more work for the District and very appreciative of the relationship we have been able to build upon, Sanders concluded." □



# The Corps Crowd

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## **Congratulations to...**

... Tom Waters, chief, Engineering-Construction Division, on his limited emergency appointment to the SES position of Director of Programs Management at the North Atlantic Division. Tom began work at NAD mid-September. His permanent appointment to this position is currently pending approval by the Office of Personnel Management.

... Brigitte Rugare, secretary of Project Planning Branch, whose grandson, Philip J. Rugare, III, received a full scholarship in Swimming at Western Illinois College.

... Janelle M. Dickens, co-op/student aide, Resource Management Office, graduated from Tennessee State University, Aug. 11, with a degree of Bachelor of Business of Administration in Business Management. She plans a career with the U.S. Corps of Engineers' Resource Management Office in the Budget Branch.

... Patrice D. Hubbard, Resource Management Office student aide, will be graduated from Tennessee State University on Aug. 11, with a Bachelor of Science in Mathematics degree. She plans return to TSU in the fall to pursue graduate studies and continue working in the Resource Management Office while in school.

## **Welcome to...**

... Jared C. Gartman, Natural Disaster coordinator, Readiness Branch, Operations Division, comes to Nashville from the Huntsville Center's Pine Bluff Resident Office in Pine Bluff, Arkansas. There he worked as a project scheduler as part of the Chemical Demilitarization team constructing facilities to incinerate the chemical weapons stockpiled at the Pine Bluff Arsenal. Prior to that assignment, he worked in the Savannah District as the Office Engineer at Seymour Johnson Resident Office in North Carolina. He also worked as a Project Engineer in the Vicksburg District on two locks & dams, several flood control structures and various other civil works projects after beginning his career with the Corps in 1991 while attending Mississippi State University. Jared combines his Construction Division background with 16 years of active duty, Air National Guard and Air

Force Reserve readiness experience. His current Air Force Reserve assignment is the Readiness Officer for Detachment 1, 307<sup>th</sup> RED HORSE (Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer) Squadron at Barksdale AFB, Louisiana.

... Joy Broach and Kim Franklin are new Biologists on the Environmental Team in Project Planning Branch. Joy joins the District from the Tennessee Department of Environment and Conservation. Kim Franklin returns to the District after spending two years in Rock Island District.

... Alyson Hayeland, student aide, Cheatham Lake Resource Manager's Office and the daughter of Mary Hayeland, Cheatham Power Plant. Alyson is a student at UT Martin.

... Charlie Leath, Co-op Ranger, Cheatham Lake Resource Manager's Office. Charlie is also a student at UT Martin.

## **Wedding Bells to...**

... Serina Lynn Swinton and Willy Louis Smith Saturday July 28, 2001, 4:00 PM, in Millington, TN. at Bethlehem Baptist Church. Serina is the daughter of Lucy Fears, budget technician, Environmental Restoration and Design Branch.

## **Baby Brigade to...**

... Andy & Melissa Dowell on the birth of their son, Ethen Craig Dowell, born on July 9. He weighed 8 pounds and 5 ounces. Andy is an operator trainee at Barkley Power Plant.

... Victoria Hooper, Human Resources Office, on the birth of her second grandson, Samuel Dahlman Hooper, born May 10, 2001, to Scott and Colleen Hooper.

## **Sympathies to ...**

... Brigitte Rugare, secretary of Project Planning Branch, whose great grandson, Alex Robert VanWie, died few hours after birth on Aug. 5.

... Sherry Phillips, Commander's secretary, whose father, James Horace Posey, passed away on July 23.

## **Thank you from...**

... Lyla H. Lewis, budget assistant, Program Management Branch, "A very

grateful 'Thank You' from my family and myself. You the Corps family, made it possible for me to help care for my Mother through the last days of her life. Mother passed on with dignity and surrounded by our love. I will never be able to thank you enough for all the support, donations, kindnesses and most of all the prayers for my Mother, my family and myself. God Bless All of You! □

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## **Reference Desk**

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ineffective in matching some very common English words. While all of these sites are user friendly, it will require some trial and error to discover those which work best.

Near the top of the homepage is a double row toolbar containing such headings as: Research, Grammars, Specialty Dictionaries and Other. These links contain additional Spanish language information. In the *Research* screen, you can click on the **Con-jugador** and **Conjugue** sites to obtain Spanish verb conjugations. In *Specialty Dictionaries*, one can find (English only) definitions on a variety of relevant subjects like engineering, construction, water, chemistry, biology, agriculture and others. You can type these definitions into the <http://babelfish.alatavista.com/translate.dyn> link [found under the *Research* toolbar] and obtain a full translation in Spanish or numerous other languages. This site is particularly useful, as it will translate entire passages of text from one language to another. I tested this program with various types of text and it performed very well. Finally, you can click on *Grammar* for a language course, "Basic Spanish for the Virtual Student," [www.umn.edu/~amigos/Virtual](http://www.umn.edu/~amigos/Virtual).

With its huge inventory of links the [www.yourDictionary.com](http://www.yourDictionary.com) web site provides helpful information on virtually any language translation problem. According to the webmaster, new dictionaries are appearing on a regular basis. If one clicks on the *Other* toolbar, it contains, among a variety of topics, indexes of dictionaries. Therefore, if you haven't found what you need in the other links, the answer may be within one of these electronic indexes. □

## **Lower Cumberland** **Continued From Page 4**

“whose property adjoins the Cumberland River and are therefore directly affected by the streambank erosion, have elected to make contributions toward the local cost-share.” The federal cost share for the Lower Cumberland Project, for which Congressman Whitfield successfully lobbied, is limited by law to 65 percent and local sponsors must raise the remainder.

With this cost-sharing agreement in place, Nashville District can now move forward with development of plans and specifications, acquisition of real estate and ultimately construction to restore the ecosystem and shore up the banks of the Cumberland River at seven of the most eroded sites downstream of Barkley Dam.

Wayne Wallace, the landowner who hosted the June 29th ceremony, sees this is just the beginning. “My hope,” said Wayne, “is that this is just the beginning and that many more sites will soon be added to the scope of the project. I know you can’t fix all of the riverbank at the same time because of what that would cost but once this work is done and it is effective in stopping the erosion, maybe more sites could be protected. When Congressman Whitfield first visited my place more than two years ago, he and I stood 50 feet farther down on my property. Now that spot is gone, washed into the river. I’m glad my property was selected as one of the first sites to get the riprap work but I hope other property can be protected in the future.”

The project will stabilize portions of eroded streambank, reestablish and protect the riparian buffer, and restore suitable

macro-invertebrate substrate to reduce adverse impacts to aquatic resources caused by erosion.

Seven of the most seriously eroded sites were selected to receive stabilization by stone riprap and bioengineering solutions. Three of the sites will also be planted with 50-foot riparian corridors. Sites were selected based on 1) severity of erosion, 2) loss of riparian zones, 3) proximity to known mussel beds, 4) adjacent to other sensitive areas, such as species of concern, wetlands, archeological resources, or prime farmland.

Habitat preferred by fish and other organisms has been severely impacted by erosion along the banks of the lower Cumberland. The erosion process, to include bank failure, is normal in large river environments, but other processes which cause soil, sand, and gravel to be deposited to the benefit of aquatic life are not occurring. Historically, the floodplain was more densely forested than it is today and the river continually cut some banks and deposited material in other areas. This process resulted in a continual input of woody material that served to provide valuable and diverse aquatic habitat.

Long-term benefits to fish and wildlife will include improvement in water quality and aquatic habitat, reduced sediment input to the river, reduction in required dredging, and increased value to wildlife in restored areas as a result of planting species of vegetation native to the region.

The project will cost approximately \$6.42 million and protect a total of three miles of streambank from further erosion. Work is expected to begin this fall. □

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## **The Bottom Line** **Continued From Page 2**

I hope that each of you are rewarded with the same feeling.

The District’s LDP and EAGLE classes are going strong. I encourage each of you to support this year’s students as they learn, work, and grow into some of the best employees. If you work with an LDP or EAGLE student, ask them about the programs.

The annual Nashville Corporate Challenge is scheduled for Saturday, Oct. 13 and this year we are going to win! If you enjoy running or biking then we need you to join the Nashville District Team.

Team members can come from all over the district.

Lastly, the month of August marked the end of the summer vacation for your children, grandchildren or children in your neighborhood. As the first day of school quickly approaches, please be mindful of children walking to school while driving to and from work and be especially careful when driving near school buses as children travel along our roads to and from school.

Thanks again for your warm reception and until next month’s column, be safe, accept the empowerment challenge, and Make a Difference! □

## **Lake Cumberland** **Continued From Page 3**

aboard a houseboat donated to the Friends by Conley Bottom Resort.

James Neal, President of the F.O.L.C., and Lieutenant Colonel Steve Gay, Commander of the Nashville District, U.S. Army Corps of Engineers, presented awards to winners at Burnside Island State Park.

The F.O.L.C. was formed in 1990 as a non-profit, non-partisan group of volunteers interested in assisting the U.S. Army Corps of Engineers in maintaining the natural beauty of Lake Cumberland through the removal of debris and litter from the shoreline. In addition to donations from local businesses and residents, the F.O.L.C. has been able to use PRIDE grants to assist with cleanup. PRIDE is Congressman Hal Rogers’ (R-5th) program created to make a better environment for all of Eastern and Southeastern, Kentucky.

The amount of trash collected and bagged by volunteers has steadily declined since 1990 when 10,000 bags were collected, and that’s good, say coordinators. Their goal is zero trash. Last year, 2,638 bags were collected by 678 volunteers. The number of old tires pulled from the shorelines continues to climb, a fact organizers attribute to the practice of using discarded tire casings as wave breaks near docks. Those tires end up on shore when those wave breaks decay and come apart.

“We encourage concessionaires,” said Lake Cumberland Resource Manager Craig Shoe, “to replace wave breaks made from old tires with new environmentally friendly structures. Conley Bottom Resort has developed a wave break made of large-diameter hollow pipe that does not create a litter problem for us.”

Less garbage is flowing into Lake Cumberland because of a structure funded by Congressman Rogers and built on the bank of the Cumberland River near Red Bird, Kentucky, buy the Corps of Engineers. Floating garbage is trapped there, removed from the river and placed in landfills. Wood is removed and mulched.

Members of F.O.L.C. are currently making arrangements to use a Corps of Engineers skimmer boat on Lake Cumberland next spring. The entire costs of operating the skimmer boat and disposal of trash and debris collected by the boat will be covered by the F.O.L.C. □

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# Communication is a New Component of the USACE Vision

by Bill Peoples

**T**he new U.S. Army Corps of Engineers Vision has communication as one of its strategic goals. This is a new area included in the Vision by the Chief of Engineers, Lt. Gen. Bob Flowers.

"Communication is the responsibility of everyone in the U.S. Army Corps of Engineers," said Flowers. "We need to communicate better both internally and externally. By keeping our employees informed, by being accurate, open and honest with our partners, stakeholders, and customers, and by listening to them and our workforce, we can communicate effectively to build synergistic relationships that serve the nation."

The USACE communications model calls for strategic communications, which it defines as: 1) proactive rather than reactive; 2) measurable, and 3) supportive of organizational goals.

Communication helps employees be more situationally aware. By educating our workforce and keeping them up-to-date on issues, our employees are able to apply that knowledge to the current situation.

"We also talk a lot about being a learning organization, said Kristine Allaman, chief, Installation Support Division, Headquarters, U.S. Army Corps of Engineers and chief, USACE Communications Campaign Team. Well, think about

it: effective, strategic communication is absolutely necessary if we are to take what we've learned from past successes and mistakes and use those lessons to better our organization and our service."

The USACE Campaign Plan outlines the goal for the Communications area. "We communicate effectively to build synergistic relationships that serve the nation. We improve internal and external relationships through enhanced strategic communication that is timely, truthful, and open. Communication links us together as a team, creating synergy among people and processes. Communication will empower us and unite us with our partners, stakeholders, and customers as we provide public service. Communication is integral to project management and essential for people to effectively exchange ideas, desires, requirements, and plans. We welcome dialogue and respect diverse perspectives to understand and achieve better solutions for the nation."

There are four strategic communications objectives, which are tied to the communication goal and the USACE Vision. They are: 1) Develop key messages that foster understanding of service to the nation, 2) Develop a work climate that is open, informed, and actively engaged in listening and being responsive, 3) Build effective relationships with external partners, stakeholders, and customers, and 4) Integrate strategic communications into

our business processes.

Each of the strategic objectives has strategies and measurements attached to them in the Campaign Plan. These strategies and measurements provide methods to improve communications within USACE and to evaluate communications.

The communications area of the Vision provides a means to inform the workforce about the Vision and impact is the USACE business processes. impact the USACE business processes.

"I think Communications is primary to the Vision," said Ed Evans, chief, Public Affairs, Nashville District. "If you can't get people to understand where you are headed and get them on-board you are dead in the water. All that work is for nothing if you are not going anywhere, so communications is primary."

"I think the single most important and frequent reason for failure of projects or for projects going bad is poor communications or miscommunications," said Dave Day, deputy for Planning and Project Management, Nashville District. "Either someone doesn't know or understand what another party is doing that they want to have input to or effect on so strategic communications is one of the most important factors in successful projects."

As communications is integrated in the USACE business process and how the Corps operates, tools are now being developed to help you communicate better. □